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# Effective Personnel Policy



Better Public Service



● Administrator

● Supervisor

● Employee

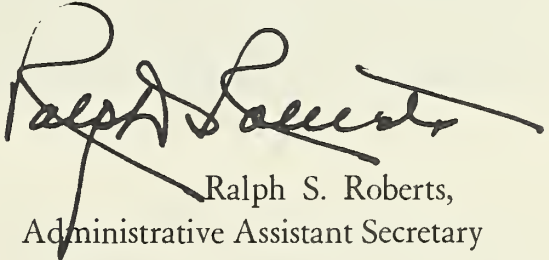
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## Foreword

The personnel program of the U. S. Department of Agriculture represents the refinement of interrelationships involving thousands of faithful USDA employees. It had its inception in 1862 when the Department was created and the first employees started—working together. As the Department grew, orderly personnel processes developed and we have today a program in which everyone shares the responsibility for effective public service. Its success depends on teamwork—the cooperation of the administrator, the supervisor, the employee—and the sincerity of our fellowship one with another. Only when these are present will we preserve the heritage of those who have preceded and enhance the tradition for those who follow.



Ralph S. Roberts,  
Administrative Assistant Secretary



# Better Public Service through *Effective Personnel Policy*

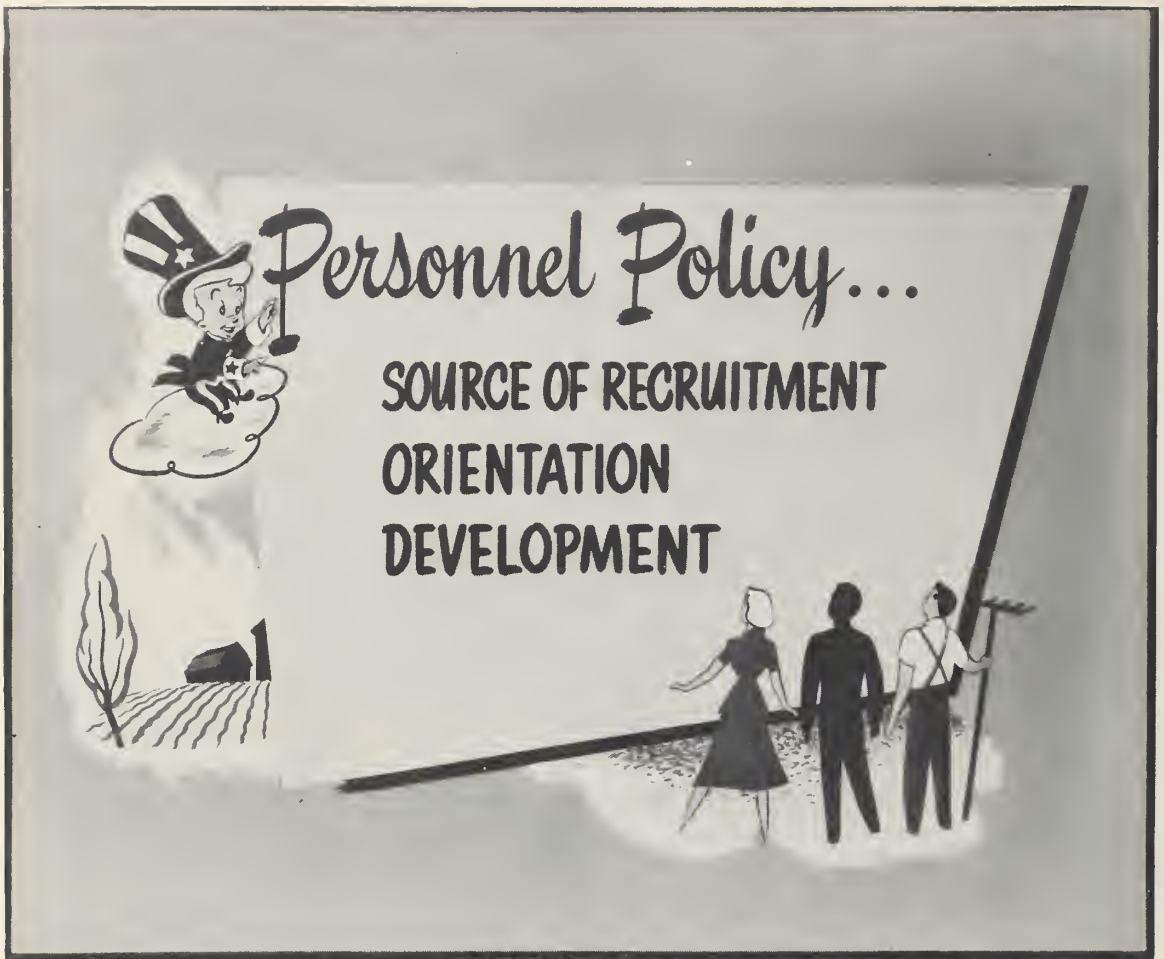


**U.S. DEPARTMENT OF AGRICULTURE**

**1**

The personnel policy of the USDA is directed toward providing better public service throughout the length and breadth of this broad land. Service to all the people is the only reason for our existence. What is accomplished depends upon our employees, on the relations between them, and on the conditions under which they work.





## 2

### Let Us Break It Down Three Ways:

1. Source of recruitment  
Where do we get our people and how do we fill our jobs?
2. Orientation
3. Development  
What do we do with our people after we get them?



## SOURCE OF RECRUITMENT



*EXPERIENCE • EDUCATION • EXAMINATION*

**3**

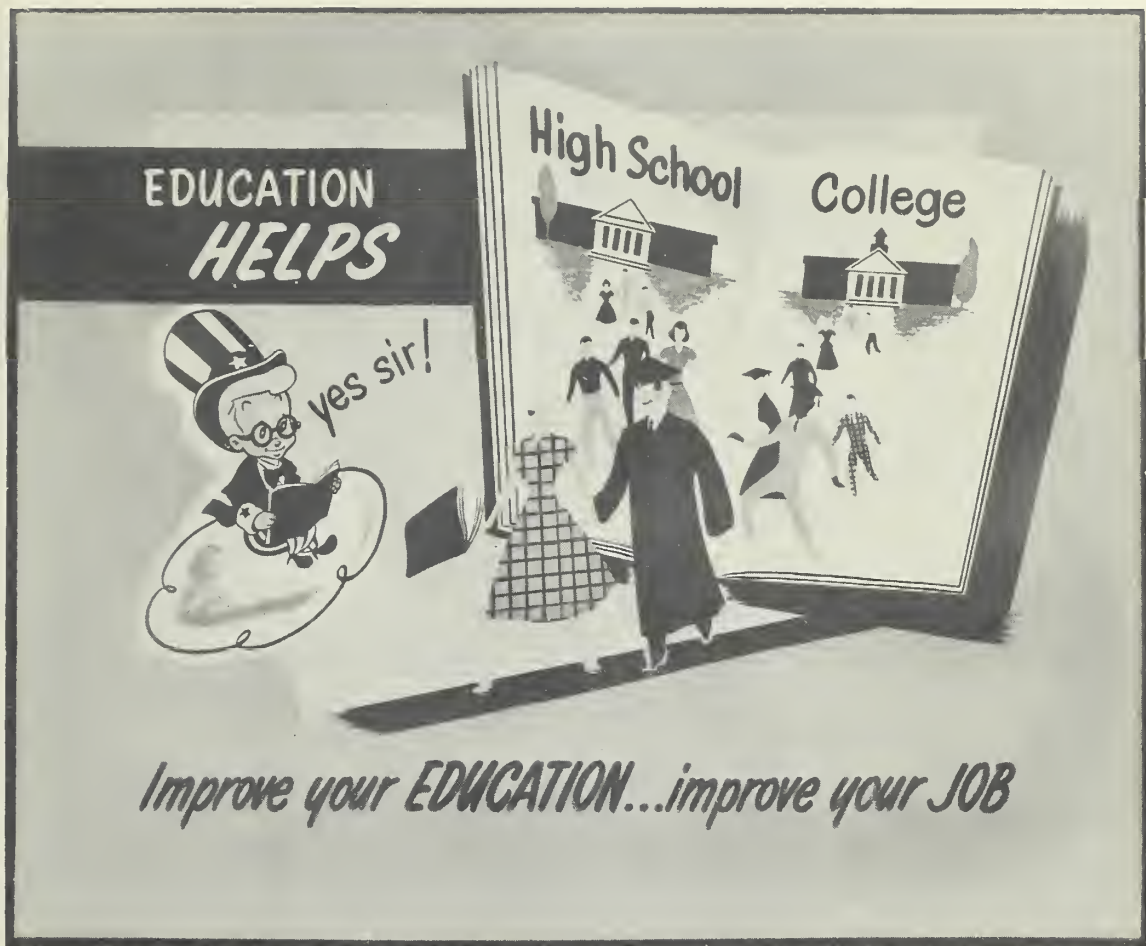
In filling our positions, whether by promotion from within or by selection from outside the service, we strive to get the best qualified persons available for the job, regardless of race, sex, color, creed, political affiliation, personal sponsorship, or other consideration.



*On the FARM, from the CITY, SCHOOLS and INDUSTRY*

4

Previous experience helps in filling a job in USDA. Our people come from all walks of life, from the farm, from the city, schools, and industry. Because of our diversified activities we need people with all kinds of experience.



## 5

Education helps. College education is essential for much of our technical and professional work. There are thousands of positions available for those with high school education. Employees are urged to improve their education so as to improve their performance and thus improve the public service.

# EXAMINATION *is Required*



*SCIENTIFIC and TECHNICAL  
positions require COLLEGE training*

6

Competitive examination is required. These examinations are given by the U. S. Civil Service Commission or by Boards of Examiners in USDA working under the general direction of the U. S. Civil Service Commission.





# 7

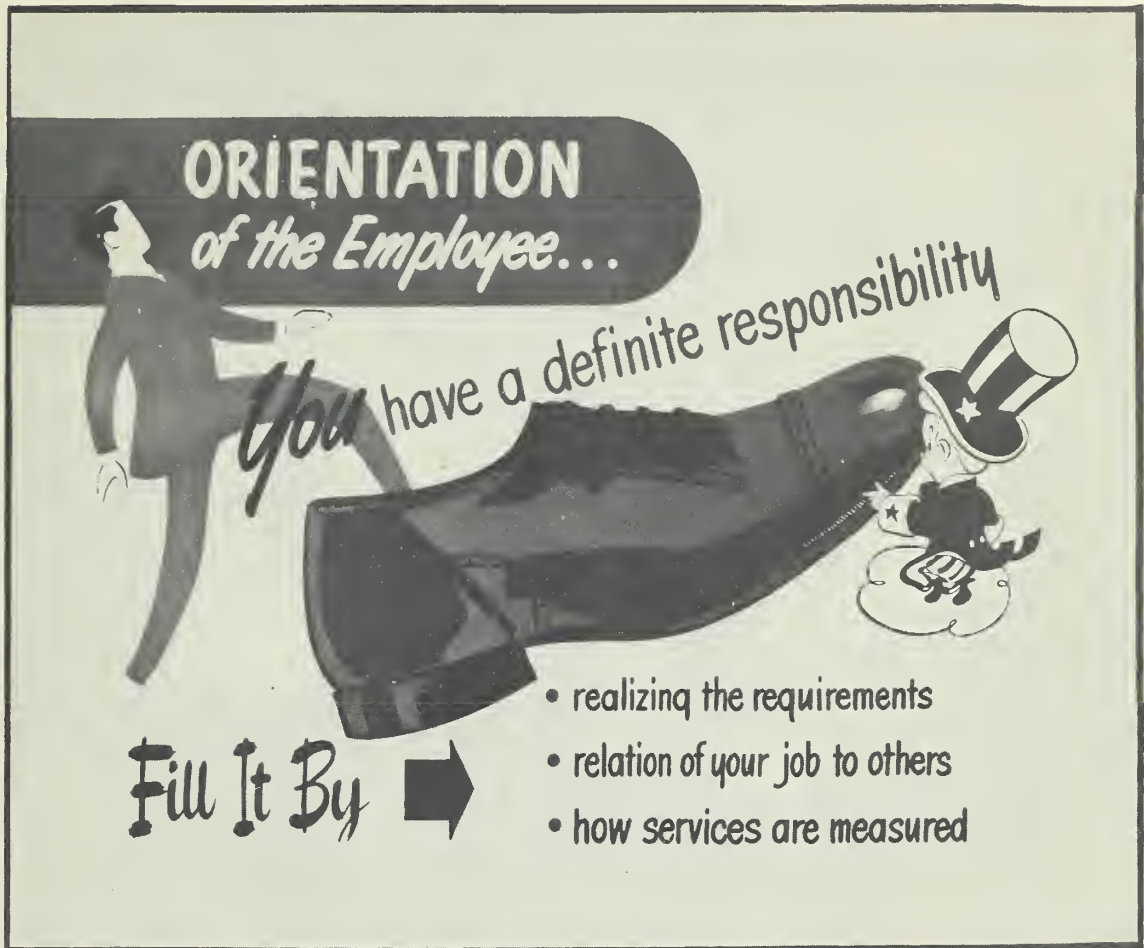
Pre-employment suitability checks are made on our employees. This involves checks basic to security clearance and the principles for which it stands: Character, the verification of prospective employee's education and experience claims. Contacts with former employers and references are required.



# 8

Physical examinations are required of prospective employees to determine their physical ability to perform the duties of the positions to which they are to be assigned. Some of the Department's work is of a hazardous or arduous nature requiring strenuous physical effort, and frequent exposure to the extremes of heat and cold.





# 9

We now turn to the orientation of employees. This is a responsibility of employee and supervisor alike. The employee has a definite responsibility to fit himself to the job he is to fill by realizing the requirements of the job, the relation of his job to others, and of knowing how his services are measured.



# 10

Upon the introduction of the employee to the supervisor, the supervisor has the responsibility for introducing the employee to his work, explaining to him what he is supposed to do, how he is supposed to do it, and for keeping the employee advised with respect to all of the things the employee is expected to know.

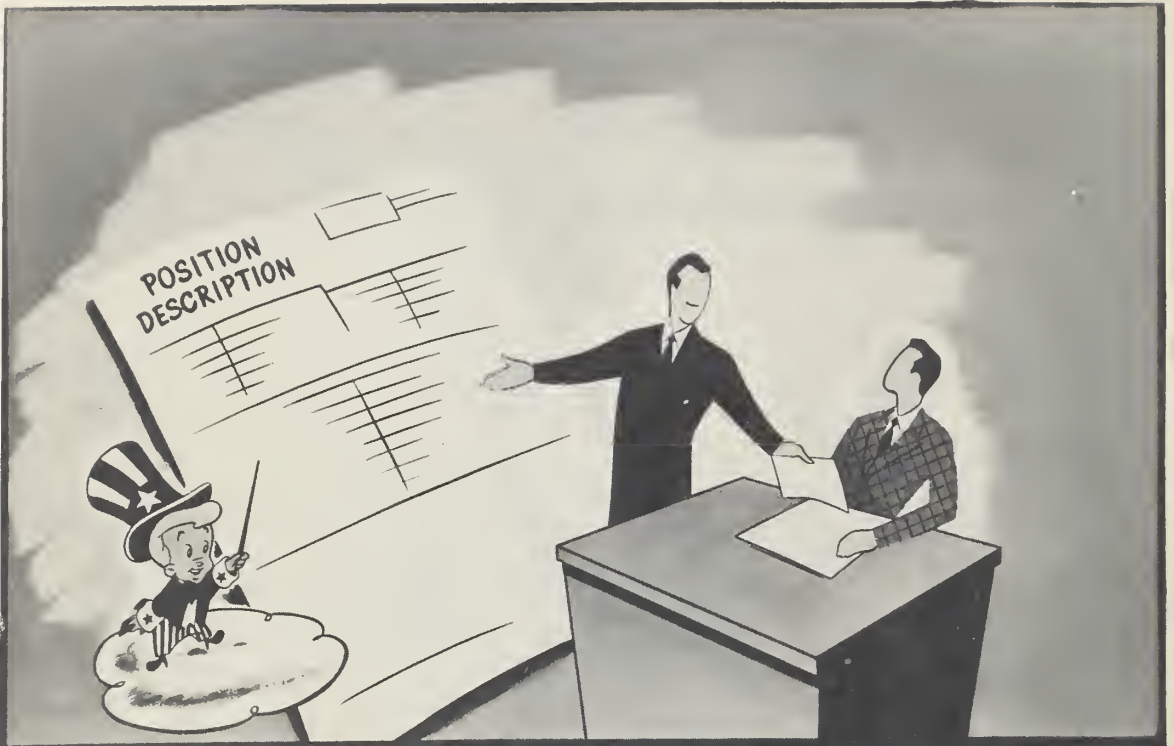
# EQUAL PAY FOR EQUAL WORK



By...

11

Employees will receive uniform compensation for work of equal difficulty and responsibility in accordance with whatever compensation plan applies to the class of employee concerned. The slogan is equal pay for equal work. This is assured by \* \* \*



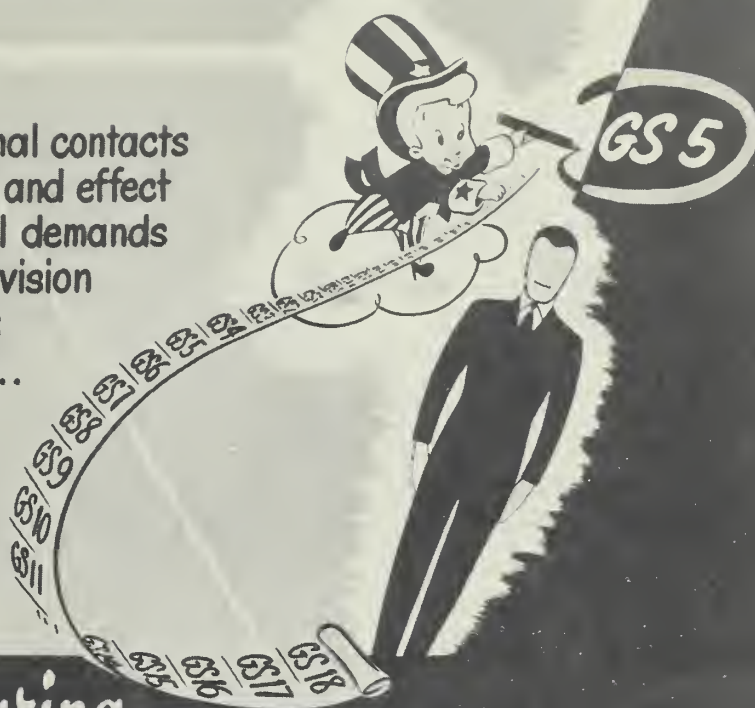
## fixing and describing work assignments

**12**

\* \* \* The fixing and describing of work assignments through the preparation of written job descriptions. These may be prepared by the personnel officer, by the employee, by the supervisor, or by both employee and supervisor. The employee gets a copy.



personal contacts  
scope and effect  
mental demands  
supervision  
duties  
other...



*measuring*

work Assignments against Standards

13

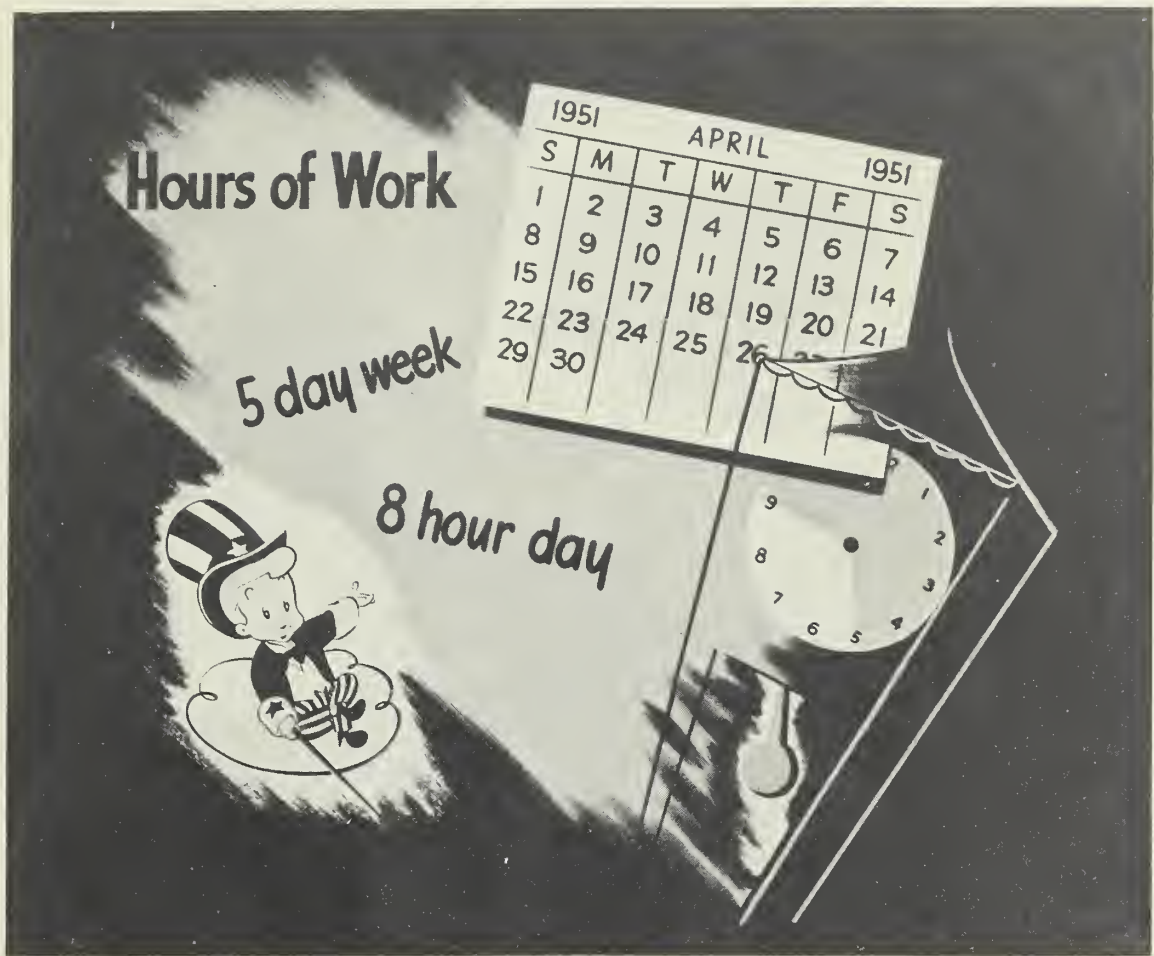
The fixing of compensation is further assured by measuring work assignments against job standards through determining the personal contacts an employee has with others, the scope and effect of his work, the mental demands required of him in performing his duties, what supervision he has over others, etc. In addition his work is measured against standards to determine how well he does his job, how much of it he does.



# 14

On the basis of how well an employee does his job, a systematic plan for promotion has been established providing for step increases within the classified grade to which assigned. The evaluation of how well an employee does his work is also considered when employees are promoted from grade to grade or need to be laid off because of reduction-in-force.





# 15

Employees of the Department are required to work a minimum of five days a week, eight hours a day, unless authority is granted to deviate from regular schedule.



# 16

The development or training of employees is a major responsibility to be shared both by employees and by those who supervise their work. The employee must have initiative: He must be sincere, and loyal. He must cooperate with fellow workers and with his supervisor. His supervisor can help.

A black and white illustration of a hand holding a square peg over a round hole. The hand is positioned at the top right, with the thumb and index finger gripping the peg. The hole is at the bottom center. The background is dark with some light, smoky or cloud-like patterns. The text is overlaid on this background.

to the Supervisor

*you can't fit a SQUARE PEG in a ROUND HOLE*

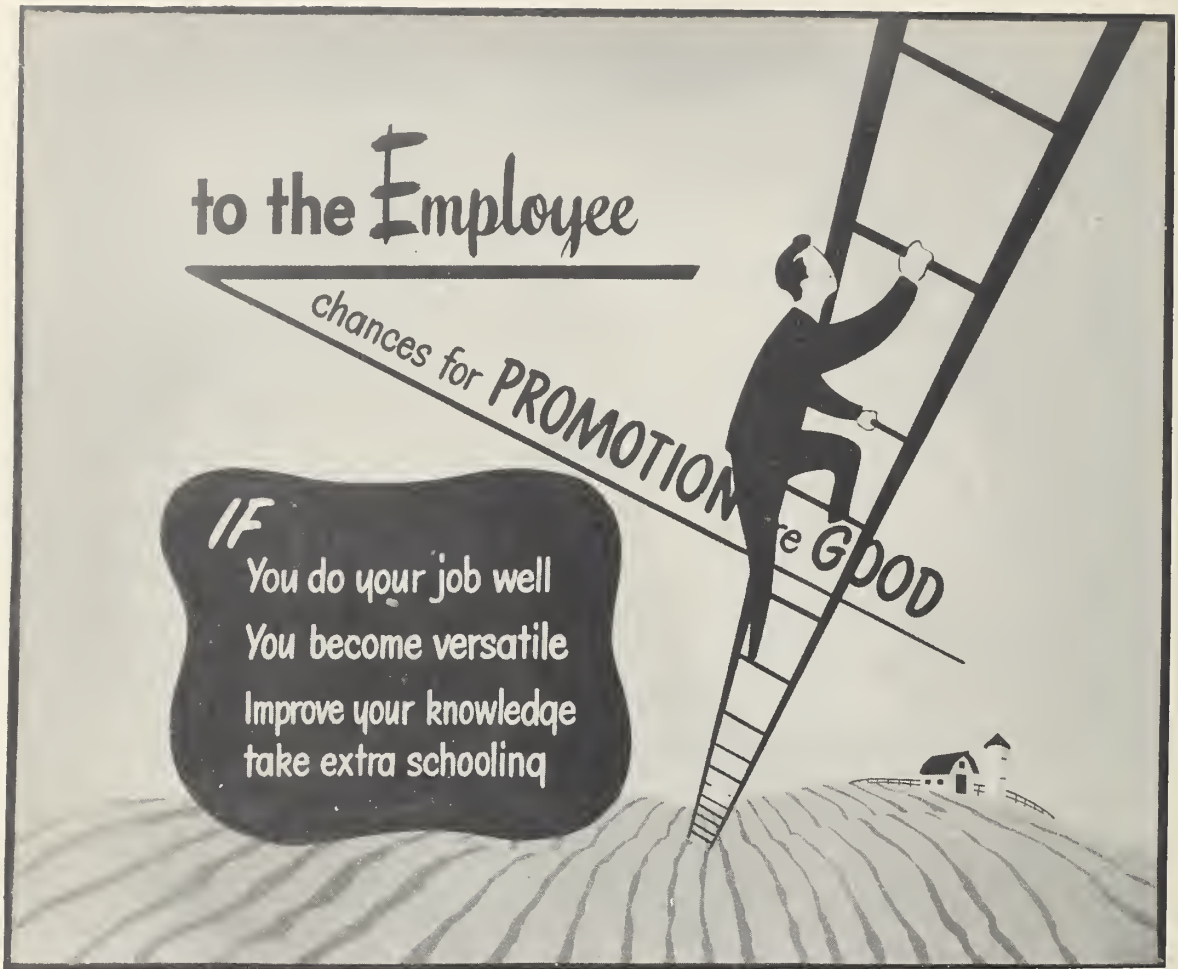
**YOU MUST ASSIST  
THE EMPLOYEE BY**

- assignment to work for which best suited
- advice and counsel on office problems
- being firm but just

*This is Your Public Duty*

**17**

A sincere and planned effort will be made to place each employee in the work to which he is best suited and in which he can contribute most. That is the supervisor's responsibility. He can't fit a square peg into a round hole. He must assist the employee by assignment to work for which he is best suited, advise and counsel him in office problems and sometimes personal problems, be firm and just with him. This is the supervisor's public duty.



18

The employee's chances for advancement are good if he does his job well, if he is versatile and adaptable, if he improves his knowledge of the work, and if he takes extra schooling.



## Probationary Period...

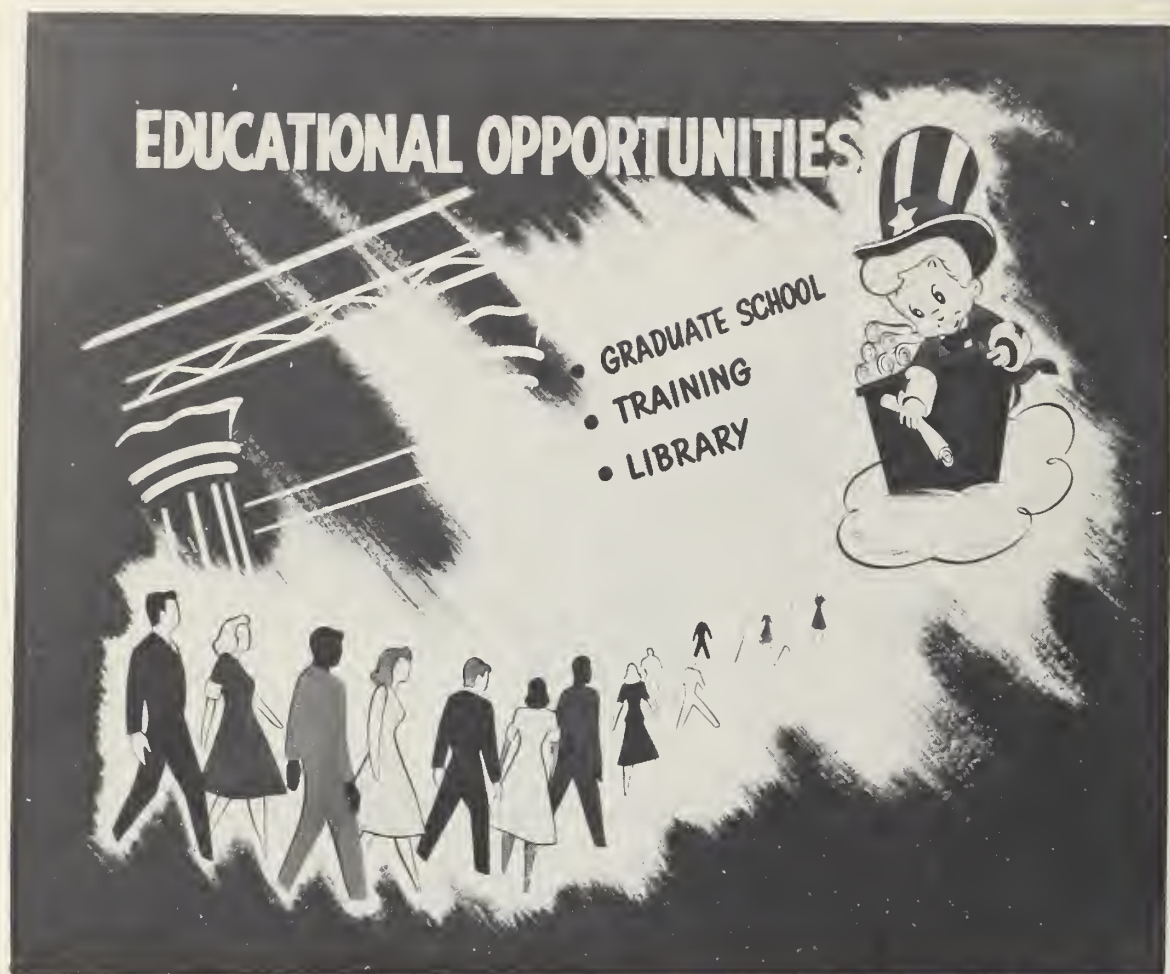


AFTER TRAINING  
AND FAIR TRIAL  
AN EMPLOYEE  
DOES NOT  
MEASURE UP  
TO STANDARD

*The department must get rid of him*

## 19

All new employees serve a 12-month probational period, and if, after training, full and fair trial, the employee does not measure up to standards, the Department has the responsibility for separating him within that time. Employee and supervisor alike must make full use of the probational period.



**20**

Educational opportunities are available to all, through the graduate school of the Department, the use of Department libraries, and through a liberal leave policy for those who want to return to school. The Department encourages and urges its employees to obtain more education.



## ANNUAL LEAVE...

### USE IT WISELY

- Planned vacations should be arranged by **YOU** and **YOUR SUPERVISOR**
- Use it to good advantage

**KEEP HEALTHY...  
EFFICIENT**



# 21

Annual vacations are important to maintain health and efficiency. Employees are encouraged to take planned annual leave. Supervisors should schedule work to make that possible.



**YOU ARE ALLOWED**

***SICK LEAVE***

USE IT ONLY IN CASE  
OF ***ILLNESS***

***KEEP HEALTHY!***  
***IT'S YOUR PUBLIC DUTY***

**22**

Sick leave is available to those who are sick. Use it only for that purpose. Keep healthy. It is your public duty.



**23**

The Department's policy is to provide safe, sanitary, and healthful working conditions for all employees; clean, well lighted, and well ventilated. Employees will be given supervision and equipment to enable them to work safely. They are expected to work safely.

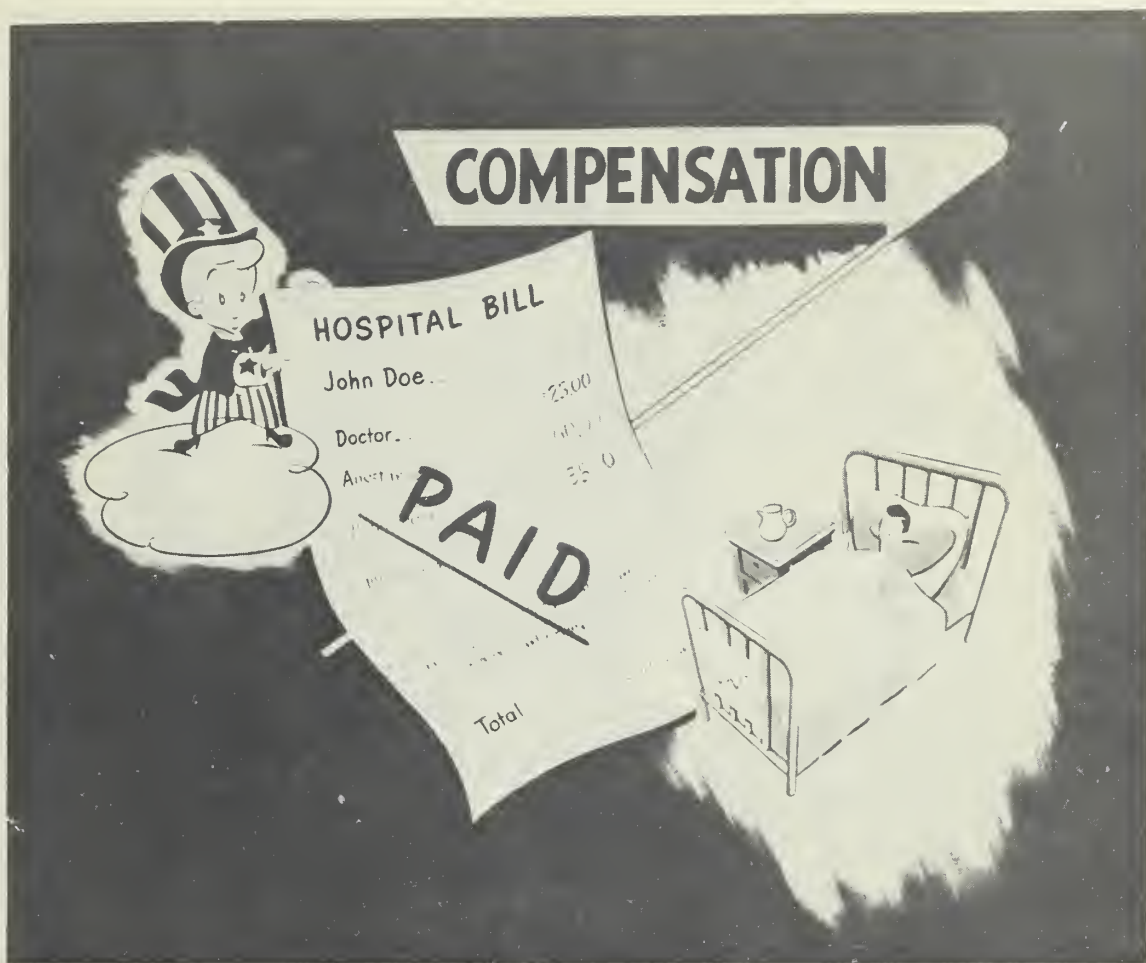
Protect Yourself...

Some Field Jobs  
are HAZARDOUS



**24** Some of the Department's work is hazardous. Again we emphasize that employees are expected to perform their work in such a way as to prevent damage to property or injury to themselves or others.





**25**

However, if we are so unfortunate as to be injured or even killed in line of duty, we have the satisfaction of knowing that a liberal compensation plan is available which provides adequate medical attention, hospitalization, compensation and relief for our survivors.



26

The Department sponsors a health program looking toward the psychological and physical welfare of its employees. Good health means good production and good service to the public. This includes sensible play, adequate rest, proper diet, the placing of handicapped in jobs for which best suited. Disability retirement is available for employees who, after appropriate medical attention, are still unable to work.



*If you have a complaint...*

*let it be heard*

*your supervisor  
can handle most  
of your complaints  
however...*



**27**

The Department wants employees to give frank expression to their complaints. Let them be heard. Supervisors, whenever possible, will adjust employee's grievances promptly and satisfactorily. However, \* \* \*

## there is a Formal Appeals Procedure



**28**

\* \* \* The Department will maintain a system for appealing employee's grievances. All employees are privileged to use this machinery without reprisal.

# Employees' ORGANIZATIONS



**29**

Unless forbidden by law, each employee has the right to join any organization or association of employees. In the exercise of this right, they shall be free from all restraint, interference and coercion on the part of supervisory personnel or other employees. Recognition of this right is not to be construed as the recognition of the right of an employee to strike against the Government.

# Suggestion Program

don't hide your

**IDEAS!**



Share in awards of  
**1. CASH**  
**2. HONORS**  
**3. PROMOTIONS**

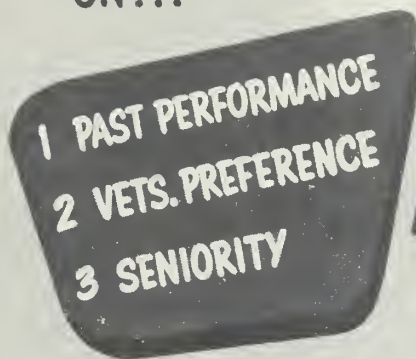
*This means all EMPLOYEES*

**30**

The Department sponsors a suggestion program for all employees. The employees are encouraged to participate in management and to make suggestions for improvement in work for the benefit of the public service. It is the Department's policy to recognize these suggestions through appropriate awards.

# Reduction in Force

RETAIN THE BEST  
EMPLOYEE BASED  
ON...



**31**

Sometimes it becomes necessary to reduce force because of completion of work or lack of funds. When this becomes necessary the Department's policy is to retain the best employees with due regard to qualifications including past performance, veterans preference and seniority.



# INVESTIGATION *in the Department*

## *The Supervisor*

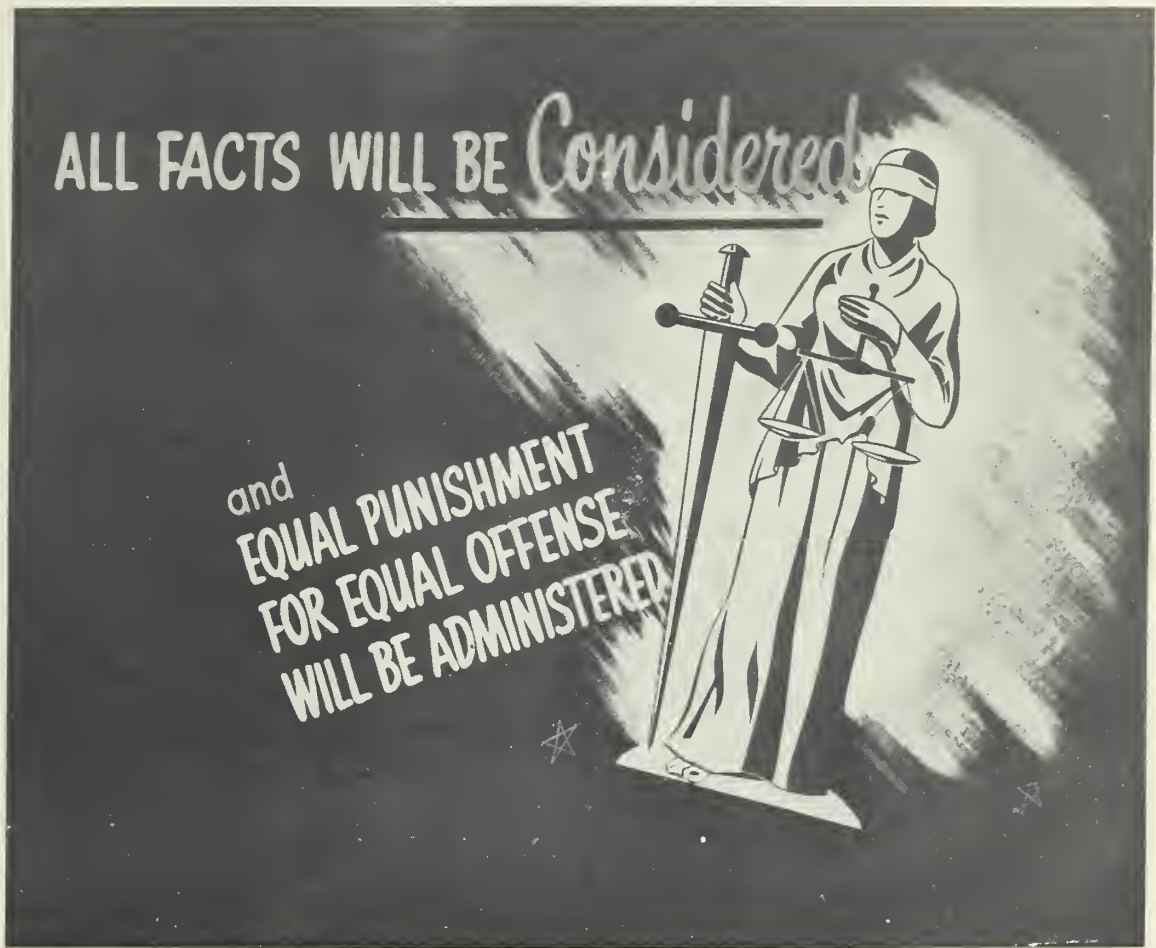
SHOULD REPORT  
ALL OFFENSES

*HOWEVER...*



**32**

Service to the public is the primary obligation of every employee, and employees should conduct their work with this in mind. Each employee is expected to conduct himself in such a manner as to create and maintain respect for the Department and the public service. Employment in the Department is not a right deriving from possession of a position, but from the rendering of such service, both in quality and quantity, as justifies continuance of employment. Supervisors are expected to report all offenses involving bad conduct, falsification of records or neglect of duty so that a fact-finding investigation may be made and appropriate corrective measures taken.



## 33

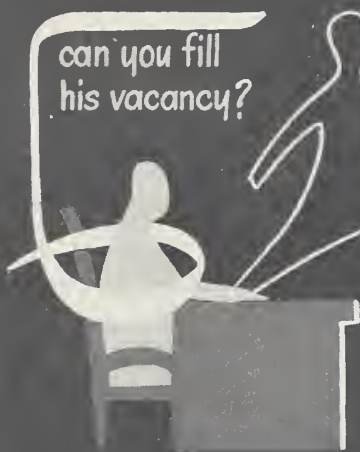
In the disposition of disciplinary cases all facts will be considered. The employee will be given full opportunity to answer all charges. The Department recognizes the principle of equal penalties for offenses of similar gravity.

# Planned RETIREMENT...

by EMPLOYEE and MANAGEMENT

Supervisor

can you fill  
his vacancy?



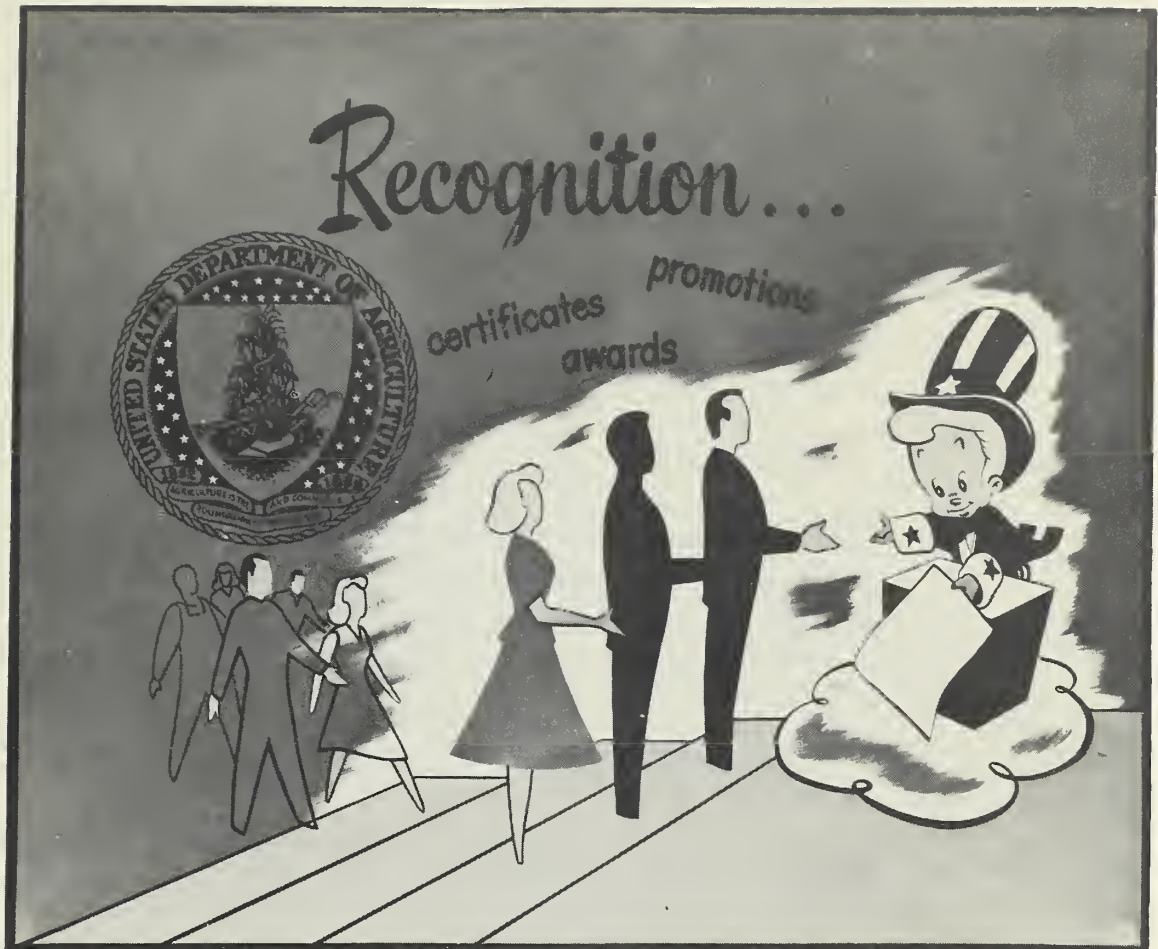
Employee

have you a plan after  
retirement? . . . . .

MAKE ONE-IT'S YOUR PUBLIC DUTY"

34

The Department has a good retirement plan. It advocates a planned retirement by both employee and management. The employee should plan for what he is to do after retirement and the supervisor should plan on how he is to fill the vacancy.



## 35

In conclusion, it may be stated that none of us will become rich working for the Federal Government, but as we pass along the pathway leading to conclusion of our career, and toward the end of a well-spent life in the interest of the public service, we can have the personal satisfaction of a job well done. In addition, throughout our career we have the opportunity of receiving material rewards and tokens of appreciation from our Government.

The illustrations in this booklet are also available on film strips and slides and the text on a record for use in presenting the material to groups.









